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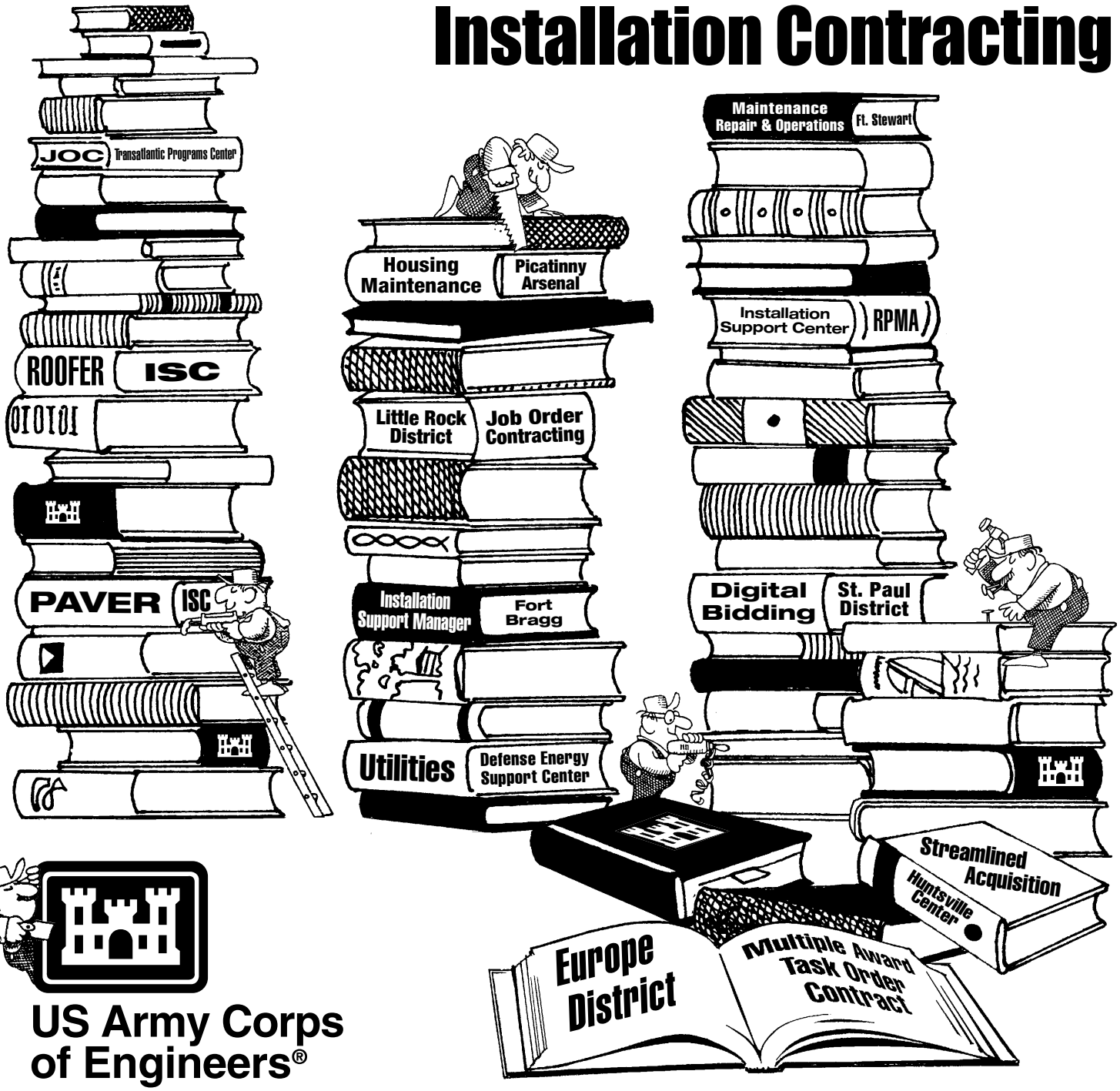
In This Issue…

Installation Contracting



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ISC contracts—matching needs to services

by Alexandra K. Stakhiv

The U.S. Army Corps of Engineers Installation Support Center (ISC) offers reliable help to ensure your water distribution system is safe... determine the costs of keeping a utility versus letting it go... train your boiler operators... teach your staff how to implement a JOC contract... manage repairs and preventive maintenance for your roof inventory... figure out how to use IFS-M to do a special data call.

ISC contracts can be called upon to help you meet these needs and many others. Our contracts are managed by an ISC subject matter expert COR, and administered by the Humphreys Engineer Center Support Activity (HECSA) Contracting Office. They are principally indefinite quantity, indefinite delivery order contracts. Installations, Corps Districts and Divisions and others can call on our contracts to address a wide variety of needs at military installations around the world.

Typically, our contracts focus more on privatization, training, support and sustainment services, preventive maintenance/life cycle management issues, and business process and management support. Some additional design and AE services are provided through the contracts, but these are principally aimed at repair projects and activities such as electrical system design for a facility or a small group of facilities.

Our customers can count on us to cut the overhead costs associated with drawing up scopes of work and letting and administering a contract. We can also provide the quality assurance support installations need to ensure they are spending their scarce funds on effective support services.

Check out our contracts. If you see something you'd like to explore, call or e-mail the U.S. Army Installation Support Center Point of Contact. They are technical and subject matter experts who can help match your needs to the right services. We offer the best in public works support! We can help!

Inventory of ISC Contracts

ADP Management Support— Provides functional expertise and automated data processing systems management support to Directors of Public Works and other U.S. Army Corps of Engineers Installation Support Center customers. Studies and analysis, guidance document support, deployment support, sustainment assistance and integration support.

POC is Mary Chyz, (703) 428-7461 DSN 328, e-mail: mary.l.chyz@cpw01.usace.army.mil

Boiler/Cooling Water Treatment/Engineering— Services include on-site evaluation or failure analysis of heating or cooling systems, training in cooling and boiler water treatment, evaluation of chemical treatment contracts, and evaluation of new technologies for boiler/cooling water treatment.

POC is Nelson Labbe, (703) 806-5202 DSN 656, e-mail: nelson.c.labbe@cpw01.usace.army.mil

Boiler Inspection— Provides on-site boiler safety inspection by expert company in this field. Inspections as required by AR 420-49, detailed deaerator tank inspections, failure analysis on boilers and their components, integrity studies of boilers, pressure vessels and deaerator tanks.

POC: Phil Conner, (703) 806-6068 DSN 656, e-mail: phil.j.conner@cpw01.usace.army.mil

Cathodic Protection/Corrosion Engineering— Provides AE services in the area of corrosion control for underground storage tanks, utility lines, water towers, bridges and the like. Recommends mitigation measures for buried or submerged systems. Provides training in corrosion control and cathodic protection.

POC is Jane Anderson, (703) 806-5214 DSN 656, e-mail: jane.l.anderson@cpw01.usace.army.mil

Boiler Operator Training/Certification— Provides on-site training to boiler operators with specific attention to the systems they are operating and maintaining.

POC is Myron Kellberg, (703) 806-6072 DSN 656, e-mail: myron.h.kellberg@cpw01.usace.army.mil

DIESS (Defense Industrial Engineering Support System) Information Technology resources services— Provides telecommunications, computer resources, and Engineering services in support of computer-aided time standards, that is, engineering response standards for Real Property Maintenance, Business Re-engineering, and Methods, Time, and Measurements Standards.

POC is Fred Reid, (703) 428-6358 DSN 656, e-mail: fred.a.reid@cpw01.usace.army.mil

Electrical Power Systems Engineering— Site surveys, courses and workshops for engineers and technicians, data collection and preparation of items including technical manuals for O&M, line diagrams, data collection manuals, short circuit, lighting and surge protection and protection coordination studies, peak shaving studies, power reliability analyses, grounding studies, cost benefit studies, upgrade conceptual designs and many more studies and evaluations of motors, lighting, and power reliability features of electrical systems.

POC is Peter Cascio, (703) 806-5169 DSN 656, e-mail: peter.b.cascio@cpw01.usace.army.mil

Energy Audit and Retrofit— Provides on-site energy conservation analysis and construction services for selected technologies. Focus is on fluorescent and incandescent lighting and small motor retrofits, steam trap condition surveys, exit light fixtures.

POC: Jim Paton, (703) 806-6091 DSN 656, e-mail: jim.b.paton@cpw01.usace.army.mil

Gas Systems, Evaluation of— U.S. Department of Transportation experts evaluate the condition of systems, review practices and procedures applicable to design, management and operation and maintenance of installation gas systems. A report with recommendations to improve efficiency and safety of the systems is provided to the installation.

POC is Phil Conner, (703) 806-6068 DSN 656, e-mail: phil.j.conner@cpw01.usace.army.mil

Gas Systems Training— Class providing essential knowledge and skills for personnel involved in management, design, installation or operation and maintenance of gas distribution systems.

POC is Phil Conner (703) 806-6068; e-mail: phil.j.conner@cpw01.usace.army.mil

JOC (Job Order Contracting) Technical Support Services— maintenance, cost engineering and production of JOC technical documents, maintenance and distribution of JOC software. Also provides on-site training of JOC Proposal Development System (JOCPDS) for Installation personnel using and managing Job Order Contracts.

POC is Tim Sweeney, (703) 428-8184 DSN 328, e-mail: tim.sweeney@CPW01.usace.army.mil

Lead-Based Paint (LBP) Abatement— Indefinite Quantity contract for numerous line items of work that can be combined as needed to accommodate installations in meeting the requirements of their lead hazard management programs. Services include LBP risk assessments, paint inspections, abatements, in-place managements, disposal, and disposal testing.

POC is Chuck Racine, (703) 806-5025 DSN 656, e-mail: charles.w.racine@cpw01.usace.army.mil

RPMA Support Worldwide— Trains installation personnel in the use of IFS-M (Integrated Facilities System—Mini/Micro), Engineering Performance Work Estimating, and Real Property.

POC is Mary Chyz, (703) 428-7461 DSN 328, e-mail: mary.l.chyz@cpw01.usace.army.mil

Power Reliability— Indefinite delivery AE contracts that field activities can use. Services include engineering studies, reliability analyses, trouble-shooting and expert engineering advice, preparation of drawings and project documentation, TOP SECRET level clearances provided.

POC is Peyton Hale, (703) 428-8191 DSN 328, DSN 328; e-mail: peyton.s.hale@cpw01.usace.army.mil

Solid Waste Management— Services include waste characterization studies, opportunity assessments and implementations or enhancements for source reduction, procurement guidelines for reusable, recyclable, compostable, and combustible materials, training for solid waste management, and economic evaluations of various solid waste measures and methods.

POC is Jane Anderson, (703) 806-5214 DSN 656, e-mail: jane.l.anderson@cpw01.usace.army.mil

Water Treatment/Boiler Water QA Services— Provides analysis and evaluation of various water samples from steam and hot water boiler systems including condensate, deposit, and feedwater analysis and evaluation. Evaluations provide Quality Assurance for preventing scale and corrosion that could ruin a boiler.

POC is Nelson Labbe, (703) 806-5202 DSN 656, e-mail: nelson.c.labbe@CPW01.usace.army.mil or Crispus Sawyer, (703) 806-5206 DSN 656, e-mail: cris.e.sawyer@cpw01.usace.army.mil

Water/Wastewater/Environmental studies/Analysis and O&M review— Provides AE services for potable water treatment, wastewater treatment and pollution control, water and wastewater plant O&M training, cross-connection control and backflow prevention surveys and training, O&M manuals preparation.

POC is Bob Fenlason, (703) 806-5201 DSN 656, e-mail: bob.w.fenlason@cpw01.usace.army.mil

Utility Privatization Studies— Life cycle cost analysis and negotiation support. Provides analysis comparing continued Government ownership operation and maintenance of Army utilities with privatized utility ownership and operation. Also provides for utility systems inventory, cost of service data, and negotiation assistance.

POC is Kevin McCulla, (703) 428-7364 DSN 328, e-mail: kevin.m.mcculla@cpw01.usace.army.mil

Utility Rate Intervention Assistance— Provides expert testimony on behalf of the Army based on contractor's cost of service study before state and federal utility regulatory authorities.

POC is Ed Gerstner, (703) 428-6460, DSN 328, e-mail: edward.j.gerstner@cpw01.usace.army.mil

Engineered management systems:

PAVER— Inspection and implementation of maintenance and repair plans for pavements and airfields. Work includes network identification, technical record review, visual inspection based on standard distresses, network and sections drawings, final report with analysis and long-range work plans. Training on use of the system is also included in the contract.

POC is Ron Beaucham, (703) 806-5994 DSN 656, e-mail: ron.e.beaucham@cpw01.usace.army.mil

ROOFER is an automated engineered management system (EMS) that provides the user with a cost-effective program for managing built-up and single-ply membrane roofs. Services include inventory of roofing assets, development of detailed roof plans, detection of defects through visual inspection and aerial infrared (IR) roof scans.

POCs are Dave C. Bohl, (703) 806-5988 DSN 656, e-mail: david.c.bohl@cpw01.usace.army.mil, and Jim Ledford, (703) 806-5990 DSN 656, e-mail: jim.w.ledford@cpw01.usace.army.mil PWD

Alexandra K Stakhiv is the editor of the **Public Works Digest**.

Installation Support Team takes on Herculean task

by Denise Tatu

Transatlantic Program Center's Job Order Contract covers minor repairs and construction items at several military installations in Kuwait.

In an environment where change is the only constant and timing is everything, the Transatlantic Programs Center's installation support team in Kuwait has taken on a Herculean task, according to COL Robert Slockbower, Gulf regional engineer.

"The overarching challenge for the engineer team is to provide the installation commander the right engineering services, at the right time and at the right price," Slockbower said.

Installation support covers a broad range of projects, including relatively small projects, at U.S. Army and Air Force installations. The work may involve maintenance and repair projects, minor construction, utility and infrastructure upgrades and base operations. Most installation support projects are small—less than $1 million—but critical to Army Directors of Public Works (DPWs) and Air Force Base Civil Engineers (BCEs).

"Our greatest challenge is to provide these services in an environment where the operational requirements by necessity change rapidly and require immediate response. At the same time, we must continue to pursue the development of longer-term facility capabilities," Slockbower said. "This requires close cooperation and integration of all the engineering service providers in theater to include the in-house capabilities of the BCE and the DPW, engineer troop units, Transatlantic Programs Center, host nation agencies such as the Military Engineering Projects (Government of Kuwait) and contractors."

The Transatlantic Program Center's (TAC) work in the Middle East is performed at bases provided by and at the invitation of the host nation. To date, TAC's emerging installation support program has primarily included work at Camp Doha and Ali Al Salem and Ahmed Al Jaber air bases in Kuwait. Camp Doha is an industrial warehouse complex located north of Kuwait City and has been a major base of U.S. operations in Kuwait since the end of the Gulf War. The two air bases are Kuwait air force installations with a portion of each designated for operations by the U.S. Air Force and its allies.

On-site contracting

The Transatlantic team has improved responsiveness by placing a contracting officer, Martha Sloan, at the installation support office in Kuwait. Sloan initially served several months of temporary duty before being assigned to the office permanently in September.

"Having a contracting office on site has significantly increased our ability to rapidly respond to the needs of our customers and contractors," said Slockbower. "Our on-site contracting officer has first-hand knowledge of the requirements and concerns of both the customer and contractor. This provides the contracting officer the ability to rapidly respond to situations that might otherwise result in either cost or time growth in the execution of projects."

"Everyone works together to respond to our customers," said Sloan. "In fact, satisfying our customers is our number one priority. Being on site allows me to better understand their needs, provide immediate input and feedback, and as a result, provide a quick turnaround."

Sloan is supported in Winchester by members of the Contracting Directorate. In addition, Office of Counsel members have been very responsive in providing legal reviews on short notice, and project managers and human resource personnel have also been helpful, she said.

According to Ron Breen, chief of Contracting Division, having the Standard Army Automated Contracting System (SAACONS) in both Kuwait and Winchester helps to expedite the contracting process.

"Having SAACONS in both locations provides for expedited review and coordination between Martha and her counterparts in Winchester," said Breen. "We also assist her with all CEFMS (Corps of Engineers Financial Management System) actions."

Job Order Contracting

Another tool which has been used successfully on a number of projects is a Job Order Contract (JOC) awarded in May to Kuwait Dynamics Ltd., of Kuwait.

JOC contracts use a unit-price book (UPB) that establishes a unit price to be paid for each of a multitude of construction line items. A typical UPB has more than 50,000 line items and covers almost every construction task. Items that are not in the UPB can be negotiated, priced, and added to the UPB at any time. The contract's price is put in terms of a coefficient, which is a multiplier that covers the contractor's overhead and profit as well as ➤

any adjustment between the UPB and actual local prices.

To date, eight task orders have been issued through the JOC contract in Kuwait, and TAC has also developed a cost estimate for a JOC contract for use in Saudi Arabia, according to Phil Dinello, chief of the Installation Support Division.

Projects for the Army have included repairs to curbs, office expansion, and chapel renovations at Camp Doha. For the Air Force, JOC has been used for improvements to a dining facility and facilities to house communications equipment at Ahmed Al Jaber. In addition, funds have been received to design several task orders for projects at both air bases in fiscal year 1999.

"We have been able to use the JOC to make some dining facility modifications, and we have cooperated on an aircraft sunshade purchase which should help us reduce the total project cost at Camp Doha and Ahmed Al Jaber," said MAJ Karl Bosworth, the BCE at Ahmed Al Jaber air base. "We have seen the benefits of using JOC in timeliness and quality. We were able to obligate almost $1 million in year-end funds as a result of having the JOC in place. With the JOC in place, we believe we will be able to better control problems that we had previously experienced with some quality control issues."

CPT Marj Wimmer of the 9th Air Expeditionary Group (9AEG), Civil Engineering Flight, Ali Al Salem air base, said the JOC contract will be invaluable in executing the Air Force's phased construction plan.

"Currently, personnel are living and working out of tents, expandable shelters, and general purpose shelters," she said. "We plan to use the JOC contract to quickly design and construct several basic-needs facilities such as a dining facility, cold storage facility, and telephone switch facility. The quick response of the JOC contractor will allow these facilities to be in place in minimum time."

According to CPT Pat Scholle, also of the 9AEG, the base at Ali Al Salem will benefit from a new dining facility.

"The current dining facility is a Harvest Falcon kitchen tent that has outlived its useful life," Scholle said. "The new facility will provide a healthier and more relaxing dining experience. Customers are looking forward to better climate and pest control as well. A new cold storage facility should also eliminate the cost of leasing refrigerator trucks. These projects are being designed and will be contracted for completion by the Corps."

Long-term plans

TAC has also assisted the Air Force in developing a three-year plan to transition the American compound at Ali Al Salem to a full-fledged air base capable of providing force protection, operational, and quality of life requirements to U.S. forces.

"We could not have accomplished this feat without the invaluable assistance of the Corps of Engineers," said Wimmer. "The Corps provided insight to all aspects of the construction process such as planning, programming, design, contracting, and inspection. They also provided the policies and regulations required to navigate through the authorization and construction process, and training for specific needs and projects tailored to this site."

LTC Karen Kaylor, also of the 9th AEG, agreed.

"The Corps is an integral part of the team to convert the American compound into a more stable and permanent base for the men and women who serve here," Kaylor said. "Their designs for a modern, more effective entry control point will greatly enhance the force protection. Designs for dining and cold storage facilities will have a very positive impact on quality of life. Working with the Corps through the planning and design functions, followed by effective contracting of these needed facilities, promises to be instrumental in the transition of this base in a timely manner."

Bosworth also sees the Corps playing a key role in the future of Ahmed Al Jaber.

"Due to our limited engineering technical design capability, we must depend on the Corps for that work," he said. "The Camp Doha office has been indispensable over the last year in that respect and we expect that support to increase significantly over the next year as we take an aggressive step towards building temporary structures to replace those expedient structures built over the last five years."

No room for complacency

According to Slockbower, there is no room for complacency in the installation support business. ➤

A troop medical clinic was refurbished and relocated at Camp Doba, Kuwait.

No job too small with high-speed, low-cost Multiple Award Task Order Contracts

by Torrie McAllister

DPWs now have a high-speed alternative to Job Order Contracts through the Corps of Engineers Europe District. Top construction firms are now under contract to provide the full spectrum of engineering construction support. Whether the DPW needs paving or a building remodeled, he can now call the Corps with a scope of work and have a contractor on the job in two to six weeks.

Because the contracts are already in place, the normal solicitation and award process is reduced to the time it takes for competing contractors to walk the job, develop proposals and for the Corps to make an evaluation and task order award.

The cost to the customer for basic level service to issue a task order on its new Multiple Award Task Order Contracts (MATOCs) will be $4,500. This minimum-level service includes a site visit, technical review, legal review, task order preparation and 16 hours of inspection. The DPW, in coordination with the Corps, will determine the need for additional supervision and administration (S&A) services depending upon their in-house capability and the complexity of the job.

Customers can also have the Corps perform additional services such as scopes of work, detailed designs. The Corps will continue to execute modifications for unforseen site conditions and user-requested changes.

"The MATOC will revolutionize the way the Corps of Engineers supports installations," Europe District Commander COL Mike Barry said. "They give customers new opportunities to tap the combined muscle of their in-house work force, the Corps and the private sector. They can pick the optimum mix for the project."

"Our customers want greater flexibility to choose services from the Corps," Barry said. "They want us to become more competitive in handling small projects. They asked us for contracts with the speed and flexibility of JOC that still take advantage of competitive forces in the market place. MATOCs are Europe District's answer."

"Now contractors compete for task orders and are evaluated on performance," he said. "If they don't perform well, they won't be asked to compete on upcoming task orders."

The new MATOCs cover all aspects of construction including—

- demolition,
- external utilities repair
- roads and paving,
- roof repair,
- general construction.

They allow DPWs to take full advantage of competitive market forces. DPWs can request a level of service that is directly related to the size and complexity of the project. For example— If the government provides a scope of work, the contractor will provide a performance plan and price proposal. (The DPW specifies he wants a heating and cooling system to deliver a temperature of 75 degrees. The contractor proposes how he will achieve it.)

If the government provides a 35 percent design, the contractor will provide a technical proposal and a price proposal. (Based on the 35 percent HVAC design, the contractor specifies materials, quantities and price for the work.)

If the government provides a fully designed package, the contractor provides a price proposal. (Based on the HVAC design, the contractor provides a price proposal with schedule.)

"The MATOCs are brand new and are changing how we partner with our customers. Our collocated DPW program managers will be on the front lines helping us refine our business practices," Barry said. "Our aim is a powerful, penny-wise contracting mechanism that lets BASOPs commanders leverage the Corps' engineering expertise to efficiently improve life for soldiers and their families." PWD

Torrie McAllister is the Public Affairs Officer for the Europe District.

(continued from previous page)

"The ability to rapidly respond to change is a critical element to success in this business," he said. "Changes must be made both in response to and in anticipation of our customer's needs. Every day we continuously strive for incremental improvements in both our business processes and organizational structure to improve the quality, timeliness and cost effectiveness of our installation support services.

"We have made major strides in providing increased stability and continuity in our Kuwait-based installation support office by increasing the number of employees on permanent change of station orders and reducing dependence on temporary duty assignments," he said. "I believe that our greatest opportunities for further near-term improvements in customer service will derive from increased integration of customers and contractors into our business processes."

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Denise Tatu is a public affairs specialist at the Transatlantic Programs Center.

As part of the National Partnership for Reinventing Government, Vice President Gore presented the Huntsville Center's Energy Program portion of this innovation a "Hammer Award" for the reinvention of an existing process.

Huntsville's innovative acquisition process saves time and money

by Bob DiMichele

Facilities operations and maintenance eats up a lot money. Aging infrastructure requires repair and rehabilitation. Energy demands and technology changes require facilities renewal. Yet, those needs must compete for scarce installation dollars, personnel and training costs, and even quality of life.

Therefore, facilities managers need to make the most of their budgets. They have to find innovative and cost-efficient ways to repair, rehabilitate and renew their facilities. The U.S. Army Engineering and Support Center, Huntsville, Alabama, has developed an innovative acquisition process that will help meet those needs because of its unique role as a problem-solver within the Army Corps of Engineers.

It is called the Simplified Facility Support Process. As the name implies, it is a simplified method to achieve operations and maintenance needs. It saves both time and money for the installation manager by providing low-cost, quick response operations and maintenance support to military installations. The simplified facility support process streamlines the traditional design and construction method by tailoring it to operations and maintenance work (see Figure 1). The Huntsville Center has achieved outstanding results for its customers in both the medical facilities and energy usage arenas.

While intense pre-design may be necessary for large-scale construction projects, it is redundant for the maintenance and repair of facilities already in place. Some typical projects that can utilize this simplified process include repair surveys, maintenance inspections, repair and replacement of equipment, and minor construction.

With the simplified process, the Huntsville Center has eliminated the

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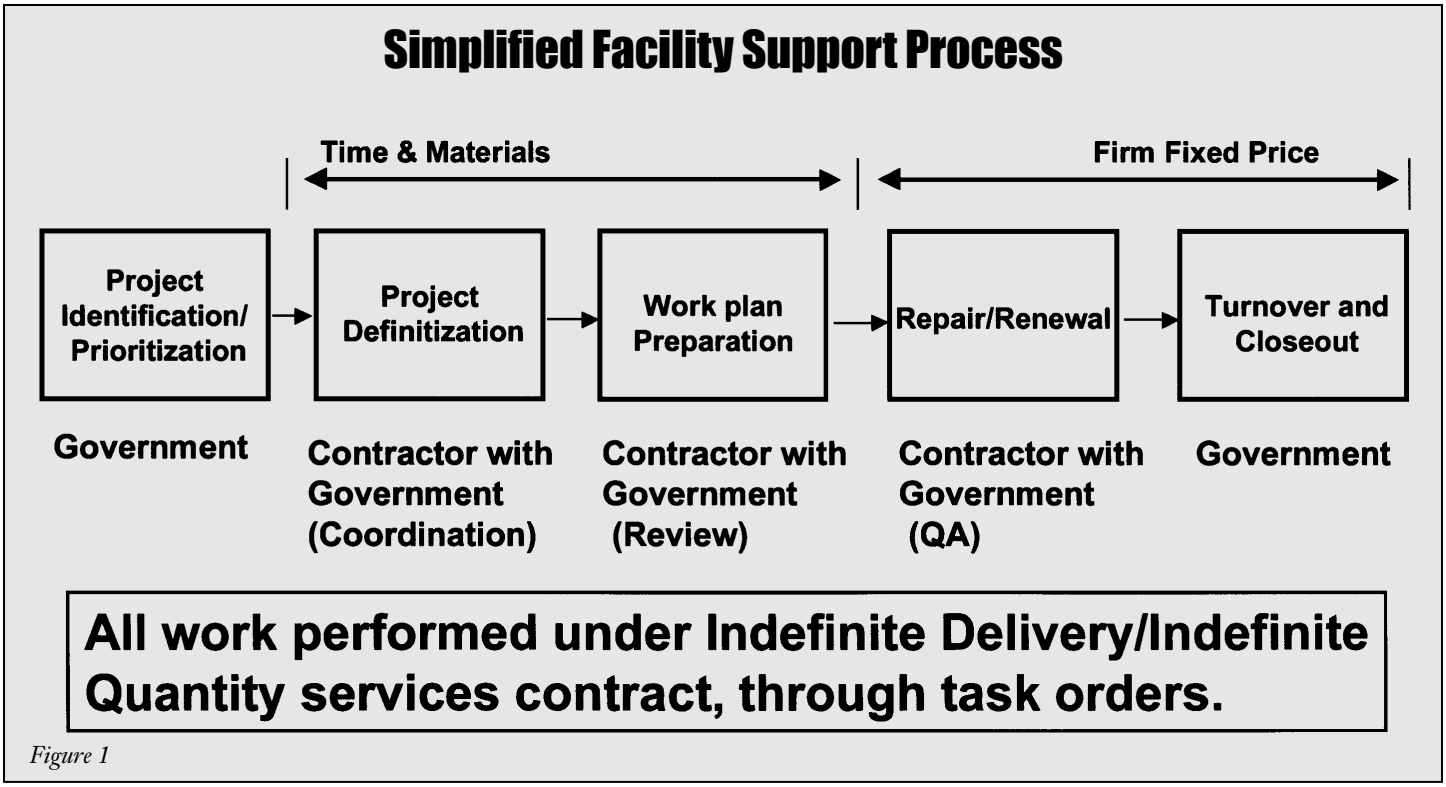

Figure 1

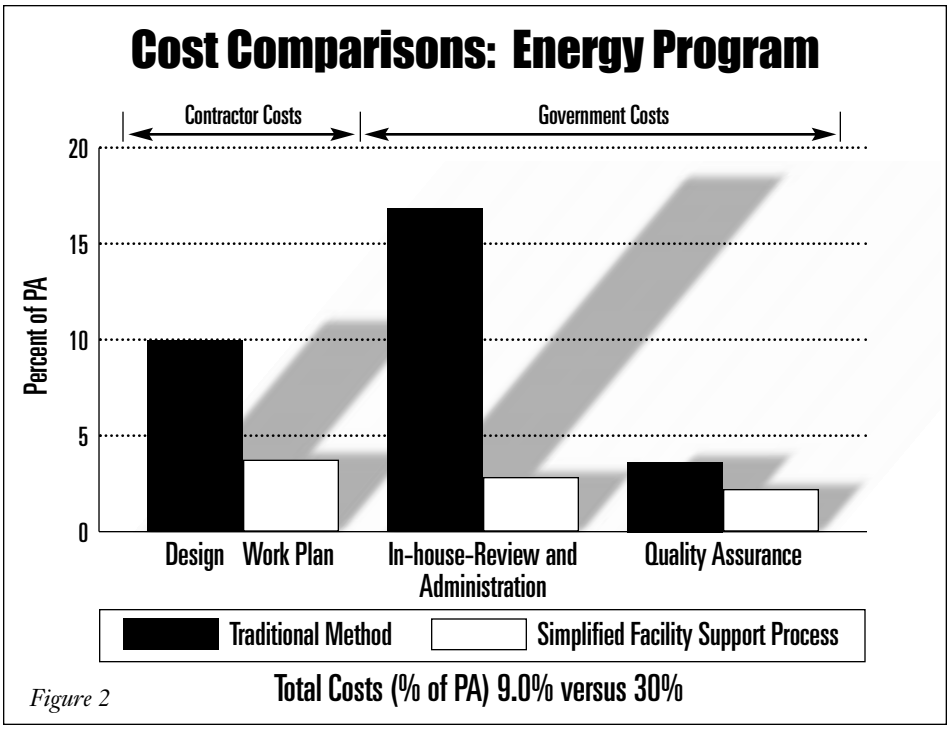

Figure 2

full-scale design cycle. It incorporates methods typically used in the private sector while still meeting the legal requirements of federal procurement.

The simplified process starts with a series of task order contracts already in place. The vehicle for those task orders is an indefinite delivery/indefinite quantity (ID/IQ) service contract. The ID/IQ contracts used are multiple-award, time and materials or firm fixed-price task orders that provide coverage for broad programmatic or geographic areas. Through those flexible contracts, task orders are issued directly to the contractor for site surveys, work plans, and the actual required operations and maintenance work.

When a facility customer identifies the requirement, the Center's project management team prepares a scope of work that concisely defines it. The team then issues a task order to produce a work plan. In response, the contractor defines the work in a concise work plan rather than in a complete set of plans and specifications. The contractor's work plan uses shop drawings, catalog cuts, and manufacturer's installation instructions to describe exactly how the work will be done.

After review and approval by the government, the cost of the effort is negotiated. Then, the Huntsville Center team modifies a task order to execute the work. The government provides the on-site supervision of the contractor.

Typically, the facility manager, the installation's director of public works, the base civil engineer or the local geographic district from the Corps of Engineers performs the quality assurance. The customer or government contracting officer representative approves the work and certifies the contractor's payment invoices.

The final step in the simplified process involves the turnover and close-out of the project. Deliverables to the customer include operations and maintenance documentation and manuals, warranty information, and as-built drawings. The contractor also prepares a final project report.

The process helps deliver quality to the facility customer because it requires a contractor to take a broader and longer-term view of facility support. Although the contractor is pre-qualified to perform the work, the only way to continue to participate in the large ID/IQ contracts with capacities of $75 million is to perform well each time it is called upon.

Here's where the savings come from— There are fewer contractor costs associated with the work plan method than with a full-scale design. There is also a lot less government labor involved in the review and administration of the project. Therefore, there are significant cost avoidances (See Figures 2 & 3). The management costs associated with traditional construction methods run about 30 percent of the programmed amount of a pro-

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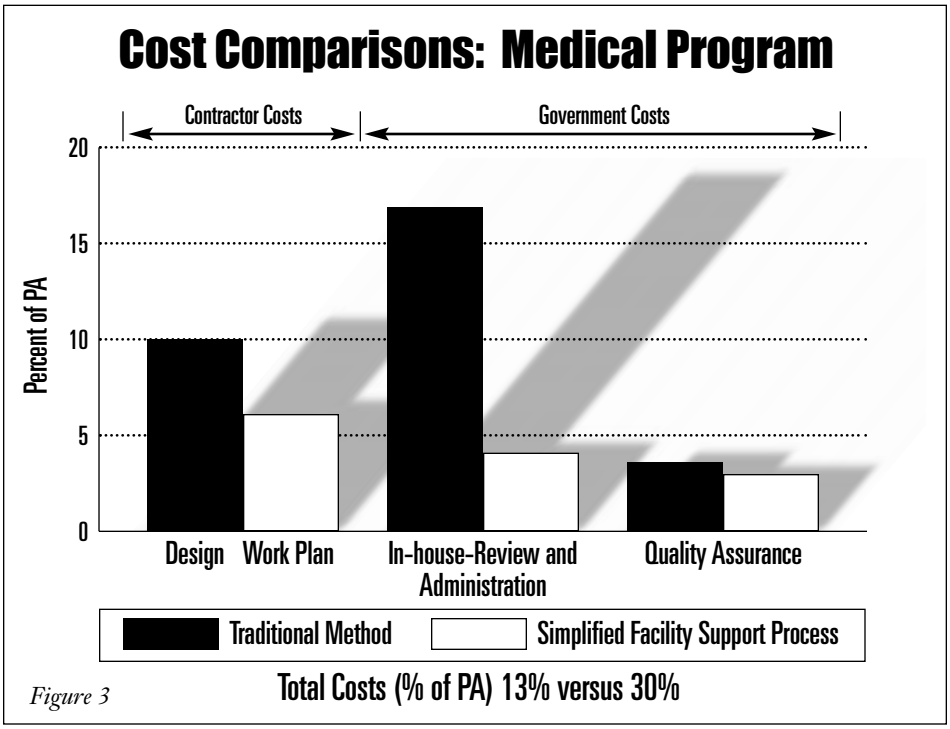

Figure 3

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ject. With this innovative process, the costs run at only nine percent for energy projects and 13 percent for medical facilities.

Since a work plan in this process is much less voluminous than the traditional comprehensive design, the contractor's costs are reduced. The significant difference, however, comes in the area of in-house review and administration where the government's role is reduced. With no voluminous design to review, the review is simple and straightforward, and that's where the big savings are found. Also, costs for field surveillance don't change much. That comparison means up-front savings aren't requiring more quality assurance efforts in the field.

The savings are particularly significant because they come from a number of small dollar projects. Eighty-four percent of the projects are less than a million dollars; twenty-one percent came in at less than $100,000. These small dollar value contracts have always been proportionally more costly to administer than large dollar value contracts.

The simplified facility support process also saves time for the facility manager. Task order contracting takes a significantly shorter time than issuing individual contracts for each requirement, while still retaining the minimum necessary amount of government oversight.

During fiscal years 1995 through 1998, the Huntsville Center's Medical Project Management Team cut the process time in half, from 240 to about 120 days from a site survey to the notice to proceed. The Huntsville Center's Energy Project Management Team bests even that effort. Data from 228 projects, fiscal years 1992 through 1998, show it saves about 80 percent of the time that traditional processes use. There are also a number of "success stories" when repairs or replacements were accomplished in only a matter of days when an emergency existed.

The bottom line of the simplified facility support process is savings in time and money while quality remains high. Comparisons to traditional methods show that the Huntsville Center process has saved $18.8 million through four years in the Medical Program while saving $24.2 million over seven years in the Energy Program. Since high quality goes along with the increased cost efficiency and responsiveness, customers have grown more satisfied.

The Center's innovations can open up new options for the installation or facility manager by avoiding costs, increasing responsiveness, and leveraging private capital. Dollars saved by these methods can then be used to support operational tempo or quality of life needs. Soldiers and their families deserve no less.

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Bob DiMichele is the Huntsville Center public affairs officer.

MRO prime vendor: Success within the military community

by Danielle Blandford

Secretary of Defense William Cohen included it in his November 1997 Defense Reform Initiative. Dr. John J. Hamre, Deputy Secretary of Defense, called on the military services and the Defense Logistics Agency to use it when buying supplies and materials for facilities maintenance. It's called MRO prime vendor and it's on the cutting edge of integrated supply.

The Defense Industrial Supply Center launched its Maintenance, Repair and Operations prime vendor program over a year ago to create a more direct procurement process that results in greater efficiencies and better service. This program uses integrated suppliers to provide customers with all their facilities maintenance needs, including tens of thousands of different items such as electrical, plumbing, and heating and air conditioning supplies, lumber, paint, small tools and assorted hardware.

"We initiated this program with the Marine Corps to reduce inventories and associated costs, address reductions in infrastructure and processes, and capitalize on leveraged buying practices for all of the services including the Army," said Chet Evanitsky, DISC's MRO program manager.

Tom Sizemore said he's pleased with the support and competitive prices.

"We went into prime vendor with specific goals and efficiencies and we've

met them," said Sizemore, deputy director of public works at Fort Rucker, Ala. "We would still like to see total automation, but this is still light years ahead of how we used to do business."

Under the program the United States is divided into eight regions: Southeast; Southwest; South Central; Hawaii; Northwest; North Central; Alaska; and the Northeast, with one or more prime vendors serving a designated region. The first MRO contract was awarded for the Southeast region in December 1996. To date, contracts have been awarded to cover the continental United States, Alaska and Hawaii. The Defense Department's logistics strategic plan targets 40 percent of all facilities maintenance buys to be accomplished through the MRO program by the year 2000.

The MRO program features direct on-line access to the vendor through an electronic order entry system, consisting of an electronic catalog that is tailored for each customer. The program also accepts credit cards and calls for the delivery of routine orders of commercial off-the-shelf items within three days and 24 hours for emergencies.

Vendors must maintain at least a 90 percent fill rate and must deliver to multiple locations at a customer's site, consolidate job orders and accept excess material returns. The program also features surge capabilities to support circumstances such as relief efforts, natural disasters and troop deployments. Before MRO, the Army had to issue their own contracts, use their credit cards to purchase supplies at retail prices from local vendors, or order through the depot system, sometimes waiting weeks for delivery.

Evanitsky said the private sector uses arrangements similar to MRO prime vendor. In fact, DISC's MRO prime vendors are experienced dealing with large commercial businesses such as BASF, Texas Instruments, and Saturn. So far the results for the government are promising.

"We're doing business better with MRO," said Mike Kuhn, production controller at the Marine Corps Recruit Depot, Parris Island, S.C. "We're doing away with long lead times and getting things when and where we need them."

Kuhn, who has been working with MRO since its inception, said other benefits include greater control and flexibility in product selection, and eliminating time spent dealing with policies and regulations.

"In a year or two we will really see the advantages."

—Don Warner, Fort Stewart, Georgia

A study performed by KPMG Peat Marwick LLP evaluated the use of the MRO program at the three test sites for the program— the Marine Corps Recruit Depot, Parris Island, and the Marine Corps Air Station and the Naval Hospital in Beaufort, S.C. The report found each site reduced inventory by more than 50 percent while lowering supply procedure costs.

In fact, costs at Parris Island and the air station were about 50 percent less with MRO. On-time delivery rates also increased across the board since the program's inception, improving 43 percent from January 1998 to March 1998.

Evanitsky said while benefits won't be achieved overnight, the program needs a commitment by customers in order to achieve positive results. That means devoting at least 70 percent of MRO requirements to the prime vendor program.

"As with any new business arrangement, results take time and work-partnerships need to be built and business processes need to change," he said. "The Beaufort Naval Hospital, which provided recommendations for the program from its inception and implemented ordering ten months ago, is still refining the process and addressing problem issues."

"Right now we're still in the learning curve. After that, I think it [the MRO program] will sky rocket. That's why we're sticking with it— we think it's worth the effort," said Navy Lt. Jim Collins, public works officer at the hospital.

"Like anything else, it [MRO] takes some work. Don't give up. You can make it work for you," said Laroice Davidson, chief of the public works logistics division at Schofield Barracks, Hawaii. Kuhn agreed.

"The payoff is a streamlined procurement process that saves time and resources. I have no doubt that this will save the government money, but you've got to want to make it work," said Kuhn. Both sites are directing over 75 percent of their requirements to Strategic Procurement Services, headquartered in Fairfield, New Jersey, one of the two MRO prime vendors for the Southeast Region.

Kuhn said while there has been some concern about the increase in the price of some products, it is offset with significant savings in overall costs.

"We knew we'd be paying a little more on some items, but we're saving in other ways such as storage and contracting costs and time," he said.

"With prime vendor, customers can do more with less," said Evanitsky. "This initiative is part of acquisition reform getting rid of wasteful processes. Its effectiveness must be measured in long-term savings."

"Personally, I like it," said Don Warner, chief of the Logistics Branch, Business Management Division of Public Works at Fort Stewart, Georgia. "With cutbacks and downsizing, this [MRO] is the way to go. In a year or two we will really see the advantages."

PWD

Danielle Blandford is a corporate communications specialist at Defense Supply Center, Philadelphia, PA (215) 737-2311.

When you need it fast and you need it right, JOC is ready!

by Jennifer Wilson

JOC was used to install concrete drain pipes to improve water drainage across an access road at Little Rock Air Force Base.

Little Rock District's Job Order Contract is fitting the bill, for the district, the division and the customers.

JOC is an indefinite delivery, indefinite quantity contract that task orders or jobs are issued against. Little Rock District issued two JOCs, each worth a maximum of $15 million, in mid-March to Del-Jen Inc. of Clarksville, Tennessee, and Rayco Construction Inc. of Irving, Texas.

Since then, you could say that business has been booming for the contract specialists, designers and contractors working on the JOC. Contracting personnel work to get the task orders issued, but employees in Engineering and Technical Services Division do a lot of work behind the scenes to develop the scope of work, get the government estimate and negotiate the contract.

Since JOC was awarded, a total of 37 task orders have been issued for jobs ranging from chipping and sealing a road to repairing a boiler. Twenty-one of those task orders, totaling $3 million, were issued in the last 10 days of fiscal year 1998.

"I think it has just gone great," said JOC Program Manager Paris Embree. "We are still learning, and probably will be for some time, but that means we will just get better as we go. It was impressive to me that we got as many awarded as we did."

The Army Reserve's 90th Regional Support Command and the Pine Bluff Arsenal were big end-of-year customers for the JOC.

"We hope to get more work from Little Rock Air Force Base too," said Janet Holmes, the contract specialist for JOC. "We did two small jobs in the summer for them, then we received a request on September 24 to renovate a building using JOC. A site visit was held the next day, we negotiated the contract the following day, and it was awarded on September 28."

This isn't the first JOC for Little Rock District, but it is the first JOC to cover a six-state region.

"When we started pushing for a JOC, we wanted it to cover just the area of the Little Rock District. We were planning to use it to help local agencies, the Army Reserve's 90th Regional Support Center located in North Little Rock, the Pine Bluff Arsenal and the Little Rock Air Force Base.

"Then we realized the advantage of making it a regional contract covering all of the Southwestern Division's districts. In expanding the coverage of the JOC, we also included all the states where the 90th RSC had field offices."

With 140 field offices spread across a five-state region, the 90th RSC has been a big customer for the JOC, and they have been happy with the performance.

"We work with the geographic districts to meet the customer's needs. The JOC is a great tool to get jobs awarded and completed quickly," Embree said.

Steve Wright in Fort Worth District's Programs and Project Management has worked with the 90th RSC for one and one-half years. This year, he began using Little Rock District's JOC.

"I put all of my eggs in the JOC basket this year," Wright said. "The 90th had put aside $2 million for end-of-year money. On October 29 and 30, we were able to get task orders issued for $1.6 million of that. It was very efficient and very effective. Last year I tried doing the same amount of work without a JOC, and it was difficult."

The 90th RSC had jobs in Texas, Louisiana and Oklahoma to get awarded by the end of the fiscal year 1998.

"Most of the projects were negotiated subject to the availability of funds earlier in September, then as soon as the funds were available, we processed the award," Holmes said. "We worked overtime most days and on weekends to award all the projects that the customers were prepared to fund."

The way Little Rock District set up the contract is helpful to agencies or installations with repeat business because

there are two contractors working on the task orders.

"My ultimate goal is to decrease administrative costs and to increase quality," Wright said. "With two contractors repeatedly working with the same customer, they will quickly learn what the customer expects. Their learning curve will be very quick, and they can get on to the job of doing the work."

Holmes considers several factors when dividing the work between the contractors. She looks at the amount of work each contract has, their performance ratings on previous task orders, the location of the work and the expertise required.

"So far this has not been a problem," Holmes said. "Rayco has satellite offices all over Texas that allow quick responses in that area. Del-Jen has offices in Ft. Smith, which allows quick response to Oklahoma, Missouri and Arkansas. There is some overlap to allow for an equitable division of work."

JOC also has worked well for the Pine Bluff Arsenal as well as the Vicksburg and Tulsa Districts. All have projects that are being completed under JOC.

Typical JOC task orders include projects between $2,000 and $2 million in Arkansas and between $25,000 and $2 million in the other states. Most JOC tasks involve repair and maintenance. Jobs that don't require a lot of design work are great for JOC.

As the Air Force, the Army and other federal agencies downsize, they no longer have the manpower or the money to do some of the things for themselves that they have done in the past. JOC is the tool that enables the district and the division to fill that gap for these customers.

"With JOC, it all boils down to the amount of money and time that can be saved in design costs, and how fast we can award," Embree said. "We know we can do the job right, but with JOC we can to it right now. That makes it a tool for us to market our abilities to customers who we might never reach if we didn't have the JOC in place."

The time from a customer placing his initial phone call to Contracting issuing the task order can take as little as four days. That includes a site visit, developing a scope of work and negotiating the cost.

JOC has passed the first test. Task orders have been issued quickly and efficiently. The next test is how well the work is done.

"You never know what will happen when you send a contractor out to do a job. There are a lot of variables," Wright said. "How well the contractors can deliver, and how well they relate to their customers. That's the next test."

All work must be started by January 1, 1999. The projects are currently in various stages with most having been started. Two projects have been completed.

"So far, the contractors are doing great," Holmes said. "We are fortunate to have two experienced contractors who are flexible to our needs."

POC is Janet Holmes, contract specialist for JOC, Little Rock District, (501) 324-6078. PWD

Jennifer Wilson is a public affairs specialist with the Little Rock District.

Construction bid information goes digital at St. Paul District

by Bryan Armbrust

The U.S. Army Corps of Engineers' St. Paul District changed the way it conducts its contracting business in August 1998 when it first issued construction plans and specifications with an electronic process called Electronic Bid Sets (EBS). The Mississippi River Bank Stabilization Project in Winona County, Minnesota, holds the distinction of being the district's first EBS solicitation.

Since printed versions will no longer be available, contractors may find that they have to alter their bidding process to bid on Corps projects. A personal computer and an internet browser are required in order to access EBS data.

"This is a whole new way of doing business," said Randy Fisher, chief of Contracting. "For many organizations, it will be a simple transition, but for some it will be a bit of a revolution. We're geared up and ready to make the transition as smooth as possible."

The district was part of a Corps pilot project which saved about $175,000 in printing costs. "The $175,000 that the pilot project saved equates to a stack of printer paper that weighs more than nine-tons and, if stacked, would be almost 50-feet taller than the Washington Monument," said Delores Aldinger, contracting specialist.

"EBS allows contractors to view and download project solicitation documents directly from the internet," she said. "A compact disk can be requested at no charge. The compact disk will contain all of the contract documents and royalty-free software that allows complete utilization of the documents."

Scheduled for complete implementation by January 2000, EBS is part of the nation's Tri-Service Solicitation Network (TSN). EBS streamlines the procurement process for customers. The objectives of the EBS initiative are to help bidders locate solicitations offered by the Corps, the Navy and the Air Force and to reduce the amount of paper associated with construction contract solicitations.

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Bryan Armbrust is a public affairs specialist with the St. Paul District, Army Corps of Engineers.

A closer look at the onsite installation support manager

by Alicia Gregory

Fort Stewart soldiers work with the local fire department to remove debris caused by the tornado. (Photo by Jonas Jordan)

In an effort to provide more responsive service and strengthen working relationships, Savannah District has created the position of installation support manager (ISM) at four Army installations: Fort Bragg, Fort Stewart, Fort Benning, and Fort Jackson.

"These managers know how the district functions and can assist the customer in securing Corps services," explained John Saia, chief, Programs and Project Management. "They work in the same office with our Army customers; they also assist in the installation's planning process and provide a single point of contact on design and construction issues."

The ISM initiative harks back to Team INNOVATION, a task force created to improve the working relationship between Fort Bragg and the Savannah District. As a result of that task force, the district set up a technical cell of four team members and an on-site manager to assist the installation with its O&M designs. During the same time frame [late 1997] the Chief of Engineers, LTG Joe Ballard, launched a plan to improve relations with 26 Army installations the Corps supports nationwide. "He wanted the Army customers and the Corps districts to come together as one entity, realizing that we're all part of the same Army engineering corps," explained Saia.

Headquarters told the districts which installations were priorities and provided the Operations and Maintenance Army (OMA) funds. "After we decided to place ISMs at four installations, we explained the program to our customers and prepared Memorandums of Understanding (MOUs)," said Saia.

"At the onset the installations were a little concerned about how this was going to work," continued Saia. "The intent was not to go out there and tell our customers that we

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wanted to take over. We are there to assist them and to be more proactive in providing the support they need to get their job done."

"Having been a customer of the Corps and a member of the Corps enables me to understand the views of all parties," said Jason Hauck, the ISM at Fort Bragg. The first installation support manager hired for the district, Hauck has worked both as a director of Public Works at the Military Ocean Terminal in Sunny Point, North Carolina, and as the deputy commander in the Wilmington District during his many years as an Army engineer officer.

"My time as a project manager in the district provided me with the knowledge of how the construction process works," explained Derek Cudd, installation support manager at Fort Jackson since March. "This is especially important in explaining the process to users who are not familiar with design/construction procurement. My time in the district has also been crucial simply from the standpoint of knowing who to contact about various issues and what services and tools the district has to offer."

Brent Rose, the installation support manager at Fort Stewart, had been in his position less than a month when a tornado hit the post on April 9, causing some $15 million in damage. Rose was part of the Fort Stewart DPW team that evaluated the tornado damage. He is the liaison between the DPW and the district office, arranging for the restoration of approximately 57 buildings that were either damaged or destroyed.

"One of the biggest benefits of the installation support manager for the customer is the accessibility and a focused approach to the resolution of issues," offered Eric Halpin, installation support manager at Fort Benning. "Whether this involves a customer issue or a district issue is irrelevant because they are generally one and the same.

"The real success stories are those issues that never become problems (and thus you never hear about) because you've been able to act in a preventative manner," continued Halpin, who has been in his position since April. "You use informal communication to discover and address issues that may have otherwise lingered and festered to the point where they become formal issues with significant impacts to the projects." PWD

Fort Stewart soldiers, members of the debris removal team, survey tornado damage. (Photo by Jonas Jordan)

Alicia Gregory is a public affairs specialist at the Savannah District, (912) 652-5761, FAX: (912) 652-5944.

DENIX is recommended reading

If you are not regularly looking at DENIX, the Defense Environmental Network and Information Exchange, you are missing one of the best sources available to an Army planner. General public access is available through: http://denix.cecer.army.mil/denix/denix.html.

From there, you can register as a DOD user, which gives you access to much more material. DENIX is a great source for environmental news, documents, and conferences. PWD

Hunter Army Airfield opens new terminal

by Alicia Gregory

3d Infantry Division color guard in formation prepares to post colors.

In World War II, the 3d Infantry Division was one of the Army's premier assault divisions, and leading assaults on the beaches and battlefields across of North Africa, Sicily, Italy, and Southern France was General Lucian K. Truscott, Jr.

Today as a key member of the Army's premier contingency corps, the XVIII Airborne Corps, the 3d Infantry Division (Mechanized) maintains Truscott's tradition leading the nation's ground power projection capability through Savannah's Hunter Army Airfield.

The naming of Hunter's recently completed air terminal is a fitting tribute to a great leader, innovator, and a power projection advocate.

MG James C. Riley, 3d Infantry Division commander, retired Air Force LTC James J. Truscott, son of General Truscott, Congressman Jack Kingston, and LTC Perry Allmendinger, Hunter Army Airfield garrison commander, officially opened the Truscott Air Terminal on October 30, 1998.

Several local dignitaries including Kingston, representatives from Senator Max Cleland's and Senator Paul Coverdell's offices, and Mayor Walter Parker of Tybee Island, attended the brief dedication ceremony. Members of the 3d Infantry Division veterans' group, business and civic leaders and other government officials were also in attendance.

The new Departure/Arrival Airfield Control Group (DAACG) facility was dedicated in honor of Truscott who commanded the 3d Infantry Division, VI Corps and the Fifth Army in World War II and later the Third Army during the occupation of Germany.

"This power projection facility combined with our great airfield, our rail, the container marshalling facilities at Fort Stewart, the CSX rail network, and the port facility of Savannah establishes the 3d Infantry Division as the Department of Defense's premier

strategic power projection platform in the entire world," said Riley. "It also exemplifies the Army's transition from a static, forward-deployed force to a dynamic (U.S.-) based power projection force."

The $8.4 million facility includes an 11,375-foot runway, the Army's longest east of the Mississippi River, that can accommodate any aircraft in the Air Force fleet, including the C-5A Galaxy, -17 Globemaster, 747 and 777. It is also a backup landing site for the Space Shuttle.

Soldiers from the 3d Infantry Division's Immediate Ready Company can deploy within 22 hours — and the brigade combat team within 72 hours— from the airfield to any area of operation across the globe.

According to Riley, in the past year, soldiers have deployed from Hunter Army Airfield to Kuwait, Egypt, Haiti, and Bosnia.

The Savannah District, U.S. Army Corps of Engineers managed the design and construction of the 72,000-square-foot facility, which consists of three sections: a terminal, an operations area, and a combined pallet storage and a state-of-the-art cargo processing area.

Soldiers can now relax in a climate-controlled air terminal, which is equipped with a snack bar, shower facilities and sleeping areas.

The new facility is large enough to accommodate 4,600 soldiers. VRL Architects of Jacksonville, Florida, designed the facility, and ACC Construction Company of Augusta, Georgia, began its construction in September 1996.

The troop-processing terminal, which can house and feed 1,500 soldiers for up to 48 hours prior to deployment, is equipped with shower facilities, cot storage and sleeping areas (should troops need to stay for an extended period), and a food preparation area.

"No longer will we have to stand out in the rain because we don't have cover," said Riley, "no longer will we be disconnected from our friends in the Air Force because we can't be in a common facility, and no longer will we have to chase up and down this runway looking for one another as we try to organize these deployments."

At the end of the ceremony Riley presented Truscott's son with a framed photograph of the facility commemorating the event. "I am very proud ...this is a true honor," said Truscott.

After the ceremony, dignitaries toured the facility. Visitors also saw a wide variety of military aircraft and ground vehicles on hand as static displays.

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The main entrance to the Lucian K. Truscott, Jr., air terminal.

Partnerships turn "Vision into Action" at Colorado Arsenal

by Mike Cast

Defense Secretary William Cohen (right) gets a close look at an eagle held by Dan Matiatos during a visit to Rocky Mountain Arsenal. (Photo by Jeff Strauss)

Rocky Mountain Arsenal, a former munitions- and chemical-manufacturing plant near Denver, Colorado, played a key role in the war effort during World War II and as the site for producing chemical weapons of deterrence during the Cold War. But its greatest fame seems to be as the site of the Army's most challenging and contentious environmental cleanup— and possibly one of the most challenging cleanup sites in the nation.

That situation is changing radically, according to Army and Defense Department officials, following the signing of a cleanup agreement, or Record of Decision, in 1996— and through the ongoing cooperative efforts of the Army, Shell Oil, and the U.S. Fish and Wildlife Service. What the Defense Department and regulators once viewed as the worst example of a costly and litigation-plagued cleanup is now seen as a model worthy of emulation throughout the Defense Department's cleanup program.

"It's a great story of innovation," said Defense Secretary William Cohen during a visit to Rocky Mountain Arsenal in June. "It's a great story about stewardship— of how the military takes seriously its obligation to tread lightly on some 25 million acres of land that it owns and manages.

"I think, most of all, the story of Rocky Mountain Arsenal is a story about partnership. It's a story about a national model ... how this environmental cleanup can be brought about by close cooperation between the private sector and the public sector."

Shell Oil, a contributor to contamination at the arsenal during its pesticide-manufacturing operations there from 1952 to 1982, is helping the Army to foot the bill for the large-scale cleanup. Shell has teamed with the Army and the U.S. Fish and Wildlife Service in a cooperative effort to clean up the arsenal and turn a large portion of it into the nation's largest urban wildlife refuge when cleanup efforts are completed.

Arsenal History

The history of the arsenal and its environmental problems goes back to the 1940s, according to the publication Turning Vision into Action, produced by Rocky Mountain Arsenal.

As weapons manufacturing went into high gear to support the war effort in 1942, the U.S. government condemned and bought about 20,000 acres of farmland and prairie near Denver to create an arsenal. At Rocky Mountain Arsenal, as it would come to be called, the Army manufactured chemical weapons and munitions. The mission expanded during the 1950s to include production of GB nerve agent.

The Army also produced mustard gas, white phosphorus and napalm at the arsenal, adding the manufacture of rocket fuel in the 1960s. The Army shut down its chemical production at Rocky Mountain in 1969, and began destroying or neutralizing chemical agents there in the 1980s.

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Looking for training— Read the Graybook!

Years of conditioning have lead DPW veterans to look for the "Purple Book" — the catalog of PROSPECT Courses (and more). As good as it is, it doesn't cover all the training opportunities available to DPWs, including many of the Installation Support Center's functional courses. CPW's Training Division has pulled all these together in the "Graybook" on our website. Better yet, the Graybook has hypertext links to courses, making it faster to find what you are looking for. Just click the "Training" button on the website, or go directly to: www.usacpw.belvoir.army.mil/pubs/Graybook/graybook.htm

POC is Rik Wiant, CECPW-FP, 703-428-6086 DSN 328. PWD

Shell Oil had bought out a company that began producing pesticides at the arsenal in 1947, and began its own manufacture there shortly after the buyout.

Due to manufacturing and disposal practices that were common at the time, soil and groundwater at the arsenal became contaminated with pesticides and the by-products of munitions and chemical-agent manufacture. Efforts to better contain liquid wastes began soon after discovery in the mid-1950s of tainted groundwater that caused crop damage north of the arsenal.

The discovery of pollutants, including a by-product of nerve agent, in 1974 led the Army to begin a systematic investigation of off-post contamination of shallow groundwater. In 1979, the Army began constructing its first groundwater intercept and treatment plant at the north boundary of the site. Altogether, environmental studies at the site have included some 50,000 samples of soil, groundwater, surface water and air.

The cooperative efforts toward mutual solutions didn't always exist, said Ray Fatz, Deputy Assistant Secretary of the Army for Environment, Safety and Occupational Health. Lawsuits and disagreements with regulatory agencies stalled past cleanup efforts. The U.S. government sued Shell Oil in 1983 for natural resource damages and reimbursement of a portion of projected cleanup costs. The state of Colorado sued both the United States and Shell in the same year for natural resource damages and added a claim in 1985 for costs incurred by the state.

But steady work toward a "conceptual agreement" for cleanup, a number of successful interim cleanup actions, and the signing of the Record of Decision in 1996 have thawed the once-chilly relations between the Army and its current partners, which include the state of Colorado and the Environmental Protection Agency.

Innovative Initiatives

In a move that Army officials say is innovative, Shell, the Army and the Fish and Wildlife Service established a Remediation Venture Office in October 1996 after the signing of the Record of Decision for cleanup, to jointly oversee a variety of cleanup projects.

Army leaders credit a combination of factors— "realistic" negotiations, growing partnerships, support from senior Army leadership and an "innovative" contract for managing the cleanup work— for the progress achieved at RMA.

The projected completion time for cleanup was reduced from about 30 years to 14 years. It is anticipated that about 90 percent of the toxic materials at the arsenal will be removed within 10 years, funding permitting. The estimated cleanup cost has been cut from about $6 billion to a little more than $2 billion.

Using a private-sector "prime management contractor" to manage the work done by subcontractors at more than 30 cleanup sites is also an innovation that can serve as a model for other DoD environmental cleanups, said Fatz.

"Now, instead of an Army group out there managing 30-plus different contracts and contractors, there is one prime management contractor who oversees all the cleanup work," Fatz explained. "So the model is innovative contracting— if not this type exactly, then some type of incentive-based contract would be used. This contractor has a financial incentive to get in there and get the work done. And that is what we want to do with a lot of our cleanup sites— to finish."

When the work is finished, a big chunk of the 27-square-mile arsenal will be an integral part of the Fish and Wildlife Service's 500 wildlife refuges across the nation. It is already home to thriving populations of bald eagles, prairie dogs and other small animals that sustain the eagles, mule and white-tail deer, hawks and owls, and a variety of wildlife— some 230 species in all— that would be hard to find so close to any other urban area.

About 800 acres of the arsenal are scheduled to be taken off the EPA's National Priorities List, and redevelopment of this property will be an economic boon to nearby Commerce City.

POC is Ruth Meecham, Rocky Mountain Arsenal Public Affairs Office, (303) 289-0337 DSN 749. PWD

Mike Cast is the editor of the **Environmental Update**.

Engineering and Construction News

The U.S. Army Corps of Engineers Directorate of Military Programs and Directorate of Civil Works now offer a combined newsletter for Engineering and Construction issues distributed by e-mail and on the Internet at **http://www.hq.usace.army.mil/cemp/c/cemp-c.htm** and **http://www.usace.army.mil/inet/functions/cw/**

If you would like to receive this publication electronically or contribute to it, please contact Denise Massihi, CEMP-EC, (202) 761-1380, or Charles Pearre, CECW-EP, (202) 761-4531. PWD

DESC offers free utility and energy contracting

No free lunch? Well, how about some free "juice" instead?

The Defense Energy Support Center (DESC), a recently formed activity under the direction of the Defense Logistics Agency, can offer installations no-cost contracting support for utilities, energy conservation, and commodity purchases of natural gas and electricity. The DESC can provide services normally performed by the installation DOC.

"There is no cost to the installation at this time," says Sharon Murphy, who is chief of the center. "SARDA have issued a memorandum certifying that they endorse this contracting process."

To learn more about the various types of contracting assistance DESC offers, please contact Sharon Murphy, DESC (703)-767-8550. PWD

Louisville first Corps district to gain ISO certification in engineering and construction

by Todd J. Hornback

The Louisville District received certification on August 26 in ISO 9002 for construction services. This quality achievement makes it the first Construction Division within the U.S. Army Corps of Engineers to receive such certification. On March 27, 1997, the district gained the title of the first Corps district to be ISO 9001 certified in engineering by the International Organization for Standardization.

For the construction certification, the Headquarters of the Corps of Engineers funded consultants to assist Louisville with interpretation of International Organization for Standardization's quality elements and to coach district employees in preparing their procedures. Their efforts will serve as footprints for other Corps districts to follow. These construction procedures can be found on the district's Intranet at http://www.orl.usace.army.mil/cd/iso/Iso.htm

According to Charlie Haddaway, Construction Division's ISO management representative, most of the quality procedures already existed in Corps regulations and policy, but the ISO documentation is more stringent. "Our certification tells our customers that we are a quality organization and we will do what we say we are going to do."

The ISO certification involves writing and executing a plan and auditing the work. If the audit shows nonconformities, then the agency must act upon each of them by adjusting the plan and educating its employees about any changes. ABS Quality Evaluations, Inc., of Houston, Texas, performed the District audit which led to the certification of this three-year pursuit.

New procedures initiated during internal and external audit processes include Corrective Action Reports (CARs) and Preventative Action Reports (PARs). The CARs are follow-up actions on nonconformities to ensure effective corrections are made. The PARs include examining possible new work methods and evaluating their effectiveness. Through these analyses, an organization continually improves itself. One improvement is updating procedures and regulations on the District's Intranet.

"We have benefited. We put all our procedures on the Intranet, and our references to procedures or regulations are hot linked. Everything is kept up to date by the originator of each document," Haddaway said. "Our field offices have never had the references they need all in one location before."

POC is Charlie Haddaway, Construction Division, Louisville District, (502) 582-5044. PWD

Todd J. Hornback is a public affairs specialist at the Louisville District.

Closing the Circle awards deadline approaches

The Office of the Federal Environmental Executive (OFEE) has announced that they are accepting nominations for the 1999 White House Closing the Circle Awards. These awards recognize federal employees and facilities for significant contributions to making the government more environmentally-friendly.

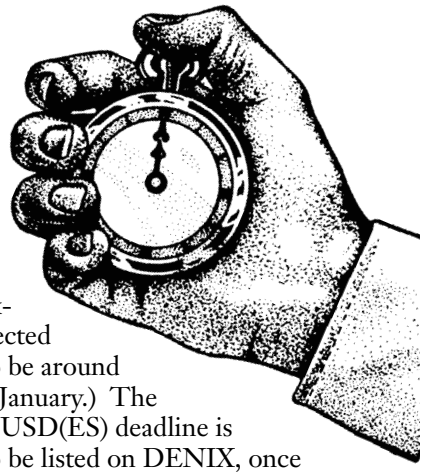
Nominations are being accepted in six categories:

- Waste Prevention
- Recycling
- Affirmative procurement
- Environmental Preferability
- Model Facility Demonstrations
- Sowing the Seeds for Change.

Descriptions of each category, along with nomination forms and instructions, can be found on the OFEE web site at http://www.ofee.gov.

There is an additional step to the nomination process this year. Applicants are required to submit registration on-line, prior to submitting the nomination package. This registration form is then printed out and used as the cover for the hard copy of the nomination package. Also, all nomination packages must be double-sided, and printed on paper with at least 30 percent post-consumer content to be considered.

Military installations are required to submit their packages through the Deputy Undersecretary of Defense for Environmental Security (DUSD(ES)). (A deadline for submission to DUSD(ES) had not been established at the time this article was written, but is expected to be around 8 January.) The DUSD(ES) deadline is to be listed on DENIX, once it is determined.



For further information, please contact Jane Anderson at (703) 806-5214 DSN 656, e-mail: jane.l.anderson@cpw01.usace.army.mil. PWD

New Executive Order promotes recycling and affirmative procurement

Executive order 13101, Greening the Government Through Waste Prevention, Recycling, and Federal Acquisition was signed on September 14, 1998. This new Executive Order strengthens and expands the requirements of EO 12872 (now rescinded) for federal agencies to reduce generation of solid waste, increase recycling and procure environmentally-preferable products.

In the area of acquisition, the order requires agencies to ensure that all procurements and evaluation/award of contracts take the following factors into consideration:

- Use of recovered materials.
- Use of biobased products (a list of biobased products is to be developed by USDA).
- Recyclability of products.
- Waste prevention.
- Ultimate disposal.

In particular, agencies are to establish affirmative procurement programs for all EPA-designated items (see sidebar), and written justification is required for a decision to purchase items which do not meet EPA's Comprehensive Procurement Guidelines (CPG). These requirements apply to all purchases above the micropurchase limit.

For recycling and waste prevention, each agency is required to establish a goal for recycling or for diversion of solid waste from landfilling or incineration. The current DOD goal is the "Non-hazardous Solid Waste Diversion Rate" Measure of Merit (MoM): By the end of FY2005, ensure the diversion rate for non-hazardous solid waste is greater than 40 percent, while ensuring integrated non-hazardous solid waste management programs provide an economic benefit when compared with disposal using landfilling and incineration alone.

In plain English, this means that at least 40 percent of the solid waste which otherwise would have been sent to a landfill or incinerator should be reused, recycled, composted, or otherwise kept from entering the solid waste disposal stream; and that the cost of these diversions should be less than the cost of landfilling or incinerating the waste.

Some efforts are already underway for meeting these "Greening the Government" goals. GSA currently stocks only recycled-content copier paper, and fills all paper orders with paper containing at least 20 percent post-consumer content. (Note that the post-consumer content requirement rises to 30 percent on December 31, 1998, however.)

For the Army, a recent memorandum from ACSIM (14 Sep 98, SUBJECT: Closed Loop Recycling, Tank Automotive Items) requires installations to implement closed-loop recycling of motor oils, vehicle batteries and anti-freeze, where programs are available. Some such programs are conducted by the Defense Supply Center, Richmond. Information is available on their web site: http://www.dscr.dla.mil.

The full text of the new Executive Order is available at the Office of the Federal Environmental Executive's (OFEE) web site: http://www.ofee.gov. For further information, please contact Jane Anderson, (703) 806-5214 DSN 656, or e-mail: jane.l.anderson@cpw01.usace.army.mil PWD

Items currently covered by EPA's Comprehensive Procurement Guidelines

Paper and Paper Products

Vehicular Products
- Engine Coolants
- Re-refined Lubricating Oils
- Retread Tires

Construction Products
- Structural Fiberboard
- Laminated Paperboard
- Carpet
- Floor Tiles
- Patio Blocks
- Building Insulation Products
- Cement and Concrete Containing Coal Fly Ash and Ground Granulated Blast Furnace Slag
- Consolidated and Reprocessed Latex Paint
- Shower and Restroom Dividers and Partitions

Park and Recreation Products
- Playground Surfaces
- Running Tracks
- Plastic Fencing

Transportation Products
- Traffic Control Cones
- Traffic Barricades
- Channelizers
- Delineators
- Flexible Delineators

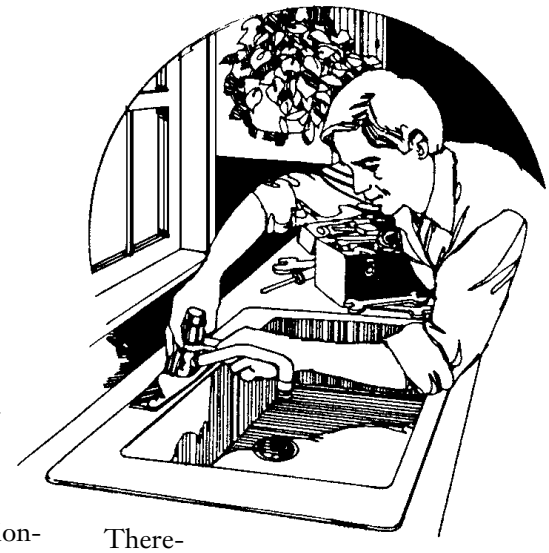
Landscaping Products
- Garden and Soaker Hoses
- Hydraulic Mulch
- Lawn and Garden Edging
- Yard Trimmings Compost

Non-Paper Office Products
- Binders
- Office Recycling Containers
- Office Waste Receptacles
- Plastic Desktop Accessories
- Plastic Envelopes
- Plastic Trash Bags
- Printer Ribbons
- Toner Cartridges

Miscellaneous Products
- Pallets PWD

Picatinny's housing maintenance contract employs welfare recipients

by Gary E. Elmore



On July 27, 1998, U.S. Army TACOM-ARDEC awarded a contract for full housing maintenance services to First Occupational Center of New Jersey (FOCNJ), a private, non-profit work center located in Orange, New Jersey. FOCNJ services will include:

- Operating a self-help and work order department.
- Performing a fixed preventive maintenance program.
- Performing other maintenance tasks, to include carpentry, electrical, plumbing, carpet and resilient flooring, heating, ventilating and air conditioning, and masonry repairs.

The work will be performed on all categories of quarters including bachelor and guest housing.

This contract was a joint effort between the Picatinny Arsenal Housing Office, the Acquisition Center and the Directorate of Public Works, through the use of a formally chartered Alpha contracting arrangement with FOCNJ. This requirement also utilized an oral solicitation in keeping with FAR 13.6, Test Program for Certain Commercial Items.

This contract will incorporate a unique welfare-to-work component, believed to be one of the first such contracts awarded within the Department of Defense based upon President Clinton's March 8, 1997 directive to federal agencies and departments to implement hiring programs for welfare recipients. The direct hiring of welfare recipients at TACOM-ARDEC was not feasible due to a hiring freeze and impending employee downsizing.

Under the terms and conditions of the contract, FOCNJ will contract with local county welfare agencies to provide on-the-job training to welfare recipients. FOCNJ will provide experienced project managers and general maintenance workers to implement such training. Additionally, FOCNJ will provide welfare recipients with education, job resume writing, and assist the recipients in seeking full-time job opportunities.

This contract will also comply with the State of New Jersey's welfare reform legislation entitled "Work First New Jersey." One component of this legislation, Public Law 1997, Chapter 13, concerns providing welfare recipients with alternative work experiences. This law states that "Alternative work experiences may be provided for welfare recipients. Such alternative work experiences means unpaid work and training only with a public, private nonprofit or private charitable employer that provides a recipient with the experience necessary to adjust to, and learn how to function, in an employment setting and the opportunity to combine that experience with education and job training. An alternative work experience participant shall not be assigned to work for a private, for profit employer."

Under Work First New Jersey legislation, county welfare agencies are responsible for locating and contracting with public, private non-profit or private charitable employers to implement alternative work experiences programs. Under the terms of such programs, training, transportation, child care (if necessary) and other such costs for welfare recipients shall be borne by the county through their associated funding sources. Such funding sources include federal funding, which is provided in the form of block grants to states. Therefore, this contract essentially encompasses a joint effort between federal, state and county governments in the field of welfare reform.

"We have been trying to award a Full Service Maintenance Contract (FSMC) for several years now," said Gary Elmore, Chief of Housing at Picatinny, "but for various reasons, cost being a major one, it has not been possible. This contract not only represents a first for Picatinny and perhaps DOD, but it also represents a substantial cost savings to the government," said Elmore. "With funding and, especially, personnel cutbacks, we were having a difficult time keeping up with routine maintenance and repair. This contract will eliminate our service order backlog in about 90 days and, more importantly, will restart our preventative maintenance program which we were forced to scrap several years ago. It really is a win-win situation."

Elmore gave much of the credit for the contract to the Directorate of Public Works (DPW). "I still wouldn't have a contract if it weren't for the efforts of people like Tom Struble who basically rewrote the contract that we had been working on for so long, and Rich Havrisko who had the vision of how to use the welfare-to-work program to everyone's benefit." PWD

Gary E. Elmore is the chief of the Housing Office at Picatinny Arsenal, New Jersey, (973) 724-2190.

West Point's first major Housing Construction Program since 1972

by Vince Elias

Bird's-eye view of the newly-completed and now occupied housing quad at Stony Lonsome family housing at the U.S. Military Academy, West Point. The units are the second quad completed and are located adjacent to the tennis court area. (Photo by Peter Shugert)

Following more than 24 months of construction, the final group of the 118-unit, design build housing project, "Stony Lonesome II" at the U.S. Military Academy at West Point was completed this Fall.

The contract for the project was awarded in July 1995 by the Army Corps to Sea Crest Construction of Freeport, New York, and was originally awarded for $22 million.

"A formal partnering relationship between the government and the contractor has resulted in the success of the project," said Paul Franco, Project Engineer.

Stony II has been under construction since the summer of 1996, when blasting first began, and is West Point's first major housing construction program since the completion of the 200-unit Stony I in 1972. The demolition of 208 post-war housing units at Steward Army Sub-post has also been accomplished under this contract.

The final 30 units are expected to be completed this Winter. All 118 units are of brick veneer with vinyl siding. Typical units are two-story quarters grouped as four-five, or six-unit buildings. Five percent of each unit type is a one-story handicapped accessible ranch style. Each two-story unit's first floor is equipped with a kitchen (that includes a dishwasher, garbage disposal, range, and refrigerator) with adjoining family room, half bath, living room and dining area with hardwood floors, pantry with freezer space, laundry room, broom closet, and coat closet. A separate exterior entrance is provided to each unit's mechanical equipment room. The crawl space is accessed through the mechanical room floor. "This is a significant design feature, allowing maintenance access, without the occupant present," Franco added.

The second floor contains either three or four bedrooms, two full baths, interior bulk storage areas, linen closets, and attic access.

The units feature central air conditioning and high efficiency air heating furnaces.

Arranged in three clusters, each quad comes with a natural wooded central court area. A tot playground is also located in the central court area. The site and seven units are handicapped accessible.

Whole Neighborhood Revitalization Program enhances quality of life for military families in Mannheim

by Marnah Woken

A ribbon cutting ceremony was recently held for newly renovated Army Family Housing units on Benjamin Franklin Village in Mannheim. The units received extensive interior and exterior renovations under the Department of Defense Whole Neighborhood Revitalization program.

Army Family Housing units in Building 290 on Mannheim's Benjamin Franklin Village sport a new look these days thanks to the Army's Whole Neighborhood Revitalization (WNR) program.

A ribbon cutting ceremony was recently held for the area's first family housing units to receive extensive interior and exterior renovations under the Department of Defense program.

"These new family housing units will improve the quality of life for soldiers and their family members here in Mannheim," said 293rd Base Support Battalion Commander LTC Donald Bartholomew. Speaking at the ribbon cutting ceremony he added, "These units are one of many to open in the near future."

The WNR program involves extensive renovations and repair of Army housing units throughout U.S. Army, Europe (USAREUR). Along with interior renovations, the program also upgrades neighborhood amenities such as entrance areas, landscaping, and parking areas— all to a universal De-

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One side of Paterson Loop just prior to occupancy in August of 1998 is pictured with driveways and sodded lawns. Storm door is unit entry and white hollow metal door is mechanical room entry. (Photo by CPT David L. Pedersen, Jr.)

(continued from previous page)

Each unit is equipped with a one car garage, one driveway parking space, and an additional 59 parking spaces are located along the roads.

According to Franco, after the housing units are completed, safety fencing will be erected. There are also plans under this contract to build a recreational field on a five-acre area for softball and soccer, as well as a new multipurpose court, and basketball courts.

POC is Paul Franco, Project Manager, Army Corps West Point Office, e-mail: paul.franco@usace.army.mil PWD

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partment of Defense standard by the year 2010.

Families moving into the newly renovated units in Mannheim and throughout USAREUR will be able to enjoy second bathrooms, personal laundry facilities in each apartment, as well as new kitchen cabinets and appliances.

"These apartments are a big improvement and needed in the community," said Eddie Sumlin. "The washer and dryer and the extra bathroom are a big plus." Sumlin and his wife, SGT Gabrielle Sumlin, and their two children, 2-year-old Collin and 4-year-old Keith, are one of the first families to occupy the newly renovated units.

SGT First Class Kevin Coy, his wife Yong, and their 13-year-old daughter Tara are also one of the first families to move in. "I was the assistant area coordinator so I watched the progress of the project and reported back to the residents as it was being completed," said Kevin Coy. "Everyone really did a terrific job. The plan was good and the quality of work was excellent."

"The private laundry facilities are really going to be nice. I also like the electrical conversion option. That way we won't have a lot of transformers on the kitchen counter," he added.

Jenny Betts, wife of Spec. John Betts, and their two children, 7-month-old Jackalyn and 3-year-old Desiree, helped cut the ribbon to the newly renovated units. "I'm really excited about moving in," said Jenny Betts. "It looks so much nicer than where we're living now. The living room is much bigger, the floors are much nicer, and there's a lot more cupboard space in the kitchen."

"I'm really going to enjoy having a washer and dryer in the apartment," said John Betts. "Now we'll have another bedroom and bathroom which is great because we have two children."

A second set of apartments on Benjamin Franklin Village were completed in September, with two additional buildings gutted and rebuilt shortly after. The $9-million project was funded in 1997 and includes Buildings 290, 292, 293, and 295.

Europe District's Project Engineer Scott Deetz is working on the Mannheim project with the contracting firm SBA Heidelberg ARGE D&B/H. Eisinger GmbH. **PWD**

Marnah Woken is a public affairs specialist in the Europe District Public Affairs Office.

(Thanks to Mary Schmidt of the 293rd BSB for contributing to this article.)

Interior renovations to Army Family Housing units throughout U.S. Army, Europe include new kitchen cabinets and appliances, built-in closets, as well as new flooring, lighting and paint throughout each unit. Along with interior renovations, the Whole Neighborhood Revitalization program also upgrades neighborhood amenities such as entrance areas, landscaping, and parking areas — all to a universal Department of Defense standard by the year 2010.

University of Maryland offers military housing privatization course

by Mary-Jeanne Marken

The University of Maryland School of Public Affairs is offering a certification course for leaders involved in military housing privatization. The program is designed to develop a cadre of leaders with the knowledge they will need to succeed in privatizing military housing in the field of base support. The focus is on bridging the gap between the OSD level, where privatization strategies are formulated, and the installation level, where the staff is tasked to plan and implement the program to achieve desired results.

The course curriculum consists of four three-credit graduate level courses, which can be taken for credit and/or applied towards a Master of Public Policy degree. The four courses included in the Certificate program are: Housing Finance, Local Governance Land Use Planning, Asset Management and Budgeting, and Leadership Principles and Practice.

The key learning objectives, as stated by Dr. Jacqueline Rogers, developer and lead faculty for the program, are for attendees to learn to:

- Become change agents in support of privatization through personal and team leadership, creative thinking, effective negotiation and communication, and adapting staff to changing workforce needs.

- Understand private sector financial markets and how the public sector interacts with those markets, with emphasis on the opportunities and pitfalls of bringing private sector real estate disciplines and techniques to the operation of military family housing.

- Understand the legal, social and environmental implications of land use planning, zoning, and local governance; the historical role of housing in communities; and lessons to be learned from past privatization efforts.

- Understand asset management, including private sector property management, project based budgeting, financial statement interpretation, early warning signals and effective intervention strategies, and portfolio management so that appropriate oversight of the privatized housing inventory can be sustained long-term.

- Operate effectively in an increasingly complex environment by understanding public policy formulation and decision making in the public sector, and being able to analyze policy options and contribute constructively to program design, redesign and evaluation.

During the program, students develop privatization proposals for base military housing communities, marketing strategies for local leaders, partnering techniques with private sector entities, and analyzed bid proposals to ascertain what elements would attract quality developers capable of producing the desired end products and services.

Field trips to formerly government-controlled housing areas offer an opportunity to see the results of current privatization initiatives as well as discuss problems and lessons learned with developers, residents and government officials involved in the projects.

Courses are planned in FY 99 as follows:

	Session 1	Session 2
Level One:	March 8-12	May 3-7
Level Two:	July 12-16	Aug. 16-20
Level Three:	Sept. 13-17	Oct. 18-22

Completion of all three levels is required for program credit. The cost is $1,500 per three-credit course, for a total program cost of $6,000 per student.

This program has great potential for success because the curriculum supports the needs of the military services in preparing attendees for the major task at hand. Helping Base Commanders, DPWs, contracting personnel, and Housing Managers gain the knowledge to effectively contribute to privatization may just make the difference in long-term quality of life for soldiers and their families for years to come.

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Mary-Jeanne Marken is a housing management specialist in the ACSIM Housing Division.

Are you on the *Digest* distribution list?

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Child care capacity increases with new Vogelweh Child Development Center

by Marnah Woken

The new Child Development Center in the Vogelweh Housing area opened in May, and significantly increases child care opportunities for military families in the Kaiserslautern military community. (Photos by Marnah Woken)

Brightly colored toys, stuffed animals, and baby cribs fill the new Child Development Center in the Vogelweh Family Housing area. Europe District completed construction on the facility last March and a grand opening ceremony was held in May, marking the official opening of the $2.6 million center.

The new facility provides care for 100 infants and toddlers, ranging from 6 weeks to 3 years of age, and significantly increases child care opportunities for families in the greater Kaiserslautern military community.

"We've increased our child care capacity in Vogelweh threefold," said Center Director Maggie Machesky. "This new center has a lot more room which means we're now able to offer care for more children in different age groups."

The new center has nine child care rooms— one for infants 6 weeks to 6 months of age, two rooms for infants 13 to 24 months of age, and four rooms for toddlers 2 to 3 years of age.

"Before we moved into this new facility, we had only two rooms to care for infants and toddlers from 6 months to 2 years," said Machesky. "We weren't able to offer care for infants younger than 6 months. Now we're able to care for infants as young as 6 weeks."

Machesky added that along with three additional infant rooms, another care room was created for 2 year old children, giving the center the ability to care for an additional 14 children in that age group.

The new center is equipped with a large lobby, a drop-off and pick up area, an isolation and training room, a full-size kitchen, laundry facilities, air-conditioning, and heated flooring.

A video-monitoring system is also available in the lobby for parents to view care room activities.

Skylights, protective interior glass walls, and large windows give the center an open, airy feeling. The large windows also provide a clear view of the full playground.

"The playground is quite large and offers something for children of all ages," said Machesky. "The sunscreens and awnings attached to the building outside also cover part of the playground which offers protection for the children."

The Vogelweh Child Development Center employs 30 care givers, two desk clerks, a trainer and the director.

Europe District began construction on the project in December 1996. The work was completed by the construction firm Bauwens GmbH with the assistance of the German Staatsbauamt Kaiserslautern.

Europe District Project Engineer Hans Hoock managed construction of the project working with USAFE Project Manager Jim Frishkorn, USAFE Civil Engineering Directorate. PWD

Public Works Digest

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